EXPLORING THE IMPACT OF SERVICE EXPERIENCE PERCEPTIONS, BRAND AFFINITY AND CUSTOMER PARTICIPATION ON BRAND IMAGE IN STAR CATEGORY HOTELS IN SOUTHERN TAMILNADU

A SYNOPSIS

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INTRODUCTION

The hospitality industry in Southern Tamil Nadu has expanded with many star-rated hotels providing luxury accommodations and great services. Customer perceptions of service quality significantly influence hotel success, as service experience is vital for satisfaction. [1] Factors like emotional and relational aspects shape customers' views. Positive service experiences enhance a hotel's brand image, affecting reputation and customer loyalty. This study examines the link between service experience and brand image in these hotels, using surveys and interviews to gather customer insights, which will help improve service and enhance brand image in the region's hospitality industry.

BACKGROUND OF THE STUDY

The hotel industry in Southern Tamil Nadu has grown significantly, driven by tourism, business, and improved infrastructure. To stay competitive, [2] star-rated hotels focus on service experience, which is essential for customer satisfaction and loyalty, directly impacting brand image. [3] factors like staff behaviour, room quality, and amenities shape customer perception. This study addresses the limited research on service experience and brand image in the region, providing insights to enhance satisfaction, loyalty, and profitability in these hotels.

LITERATURE REVIEW

Service Experience

In the literature on services marketing, service experience is often viewed as a higher-level concept made up of several underlying factors. Different researchers have proposed various ways of understanding and defining this concept over time.

Grönroos, [4] claimed that the three core components of service performance technical quality, functional quality, and infrastructural quality provide a framework for understanding service experience. The results of the exploratory study carried out by Parasuraman, et al., [5] uncovered a series of 10 indicators and reaffirmed the significance of influencing quality in customers' evaluations of service experience. Nightingale, et al., [6] said that a service user aims to meet a variety of needs and desires, some directly related to the core service and others less so. For instance, the

main goal might be to stay at a hotel, while secondary aspects like location, cost, punctuality, customization, and interactions with service providers and other guests also play a role. Customers have expectations about how these needs and desires will be fulfilled. When the actual service delivery aligns with or falls short of these expectations, it shapes their overall impression, which in turn determines their level of satisfaction based on the perceived quality of service. Rust, et al., [7] emphasized that service should be considered from the customer's perspective, as it is their perception of the outcome that defines the service. Customers may hold varying values and criteria for evaluation, and they may view the same services in a variety way most of the time. Getty, et al., [8] remarked that regardless of how much work is put into when it comes to delivering exceptional service, the consumer's impression is what truly matters. While high-quality products and services can help ensure customer satisfaction and happiness.

Brand Image

A company's total branding plan must include brand image as a crucial component for building and maintaining a competitive advantage in today's marketplace. It refers to the overall impression that consumers have of a brand, which is formed through a combination of various factors, including the brand's personality, reputation, image, and identity.

According to Aaker, [9] The impact of brand image on a company's financial success, customer loyalty, and competitive position in the market has been extensively acknowledged in the literature by scholars. Research has shown that a strong, positive brand image can set a company apart from its competitors, boost brand recognition, and foster greater customer loyalty. The image of hotels is also greatly influenced by online reviews and ratings. Research has indicated that consumers' impressions of a hotel's brand can be significantly influenced by their internet reviews. For example, Li, [10] discovered that favorable internet evaluations significantly impact hotel brand image, patron satisfaction, and commitment. Hoteliers can leverage online reviews by responding to customer feedback, addressing any issues raised, and actively managing their online reputation Oh, [11]. In addition, several studies have suggested that hotel brand image can be influenced by a range of other factors, such as service experience, location, price, and amenities. For example, Hsu, [12] found that hotel brand image was

significantly impacted by service experience and hotel location. By understanding the factors that influence hotel brand image, hoteliers can develop effective strategies to enhance their brand image and improve their competitive position in the market.

Customer Loyalty

The literature highlights several factors that play crucial roles in shaping customer loyalty, satisfaction, and engagement, particularly in the hospitality industry. Allan, et al., [2] show that high service experience significantly boosts both customer satisfaction and delight, with both acting as mediators in strengthening customer loyalty. Similarly, Tohid, et al., [13] find that service experience greatly enhances customer satisfaction, which subsequently fosters loyalty within hotel services. Meanwhile, Gontur, et. al., [14] observe that perceived service experience positively influences brand identification, which, in turn, leads to customer loyalty in the hotel sector. In the context of brand loyalty, Nuseir, [15] reveals that brand equity and customer experience significantly contribute to brand loyalty, highlighting the importance of these dimensions in customer retention. Furthermore, Kandampully, [16] report that customer satisfaction, driven by hotel image and service factors like housekeeping, reception, food, and pricing, is closely linked to customer loyalty in the hotel industry. Variations in customer demographics also impact satisfaction and loyalty, with Malik, et al., [17] showing that customer satisfaction partly mediates the link between perceived service experience and loyalty and fully mediates the link with perceived price fairness.

Additional studies underscore the specific attributes of service experience that influence loyalty. Steela, et al., [18] identify five key components of service experience employee attitude, response speed, problem resolution, courtesy, and attentiveness that significantly improve consumer satisfaction and loyalty, though they recommend further improvement in these areas. R. Karim and M. Rabiul, [19] further link customer loyalty with positive word of mouth, finding that corporate image partially mediates the relationship between sustainability practices and loyalty, while social sustainability is specifically mediated by customer satisfaction.

Afaq, et al., [20] focus on customer engagement as a critical factor in improving service experience, particularly under the moderating effects of COVID-19. They observe that although the pandemic initially decreased customer confidence in visiting hotels, social customer relationship management helped restore trust and loyalty,

emphasizing its potential to mitigate the negative impacts of unforeseen events on customer perceptions and loyalty.

Customer Participation

Recent research underscores the impact of customer participation on value co-creation, satisfaction, and service innovation across various sectors. Sadighha, et al., [21] demonstrate that customer-centric co-production (CCCP) predicts consumer participation behaviors (CPB), co-production, and value-in-use. Additionally, CPB enhances co-production and value-in-use and serves as a mediator between CCCP and these outcomes. Yi, et al., [22] further reinforce the significant positive impact of customer participation, value, and worth on customer satisfaction, with value and worth mediating the relationship between participation and satisfaction.

Studies also emphasize the role of customer participation in relation to cultural and organizational factors. Liu, et al., [23] report that customer participation positively correlates with zhongyong (holistic thinking) and service innovation, with zhongyong partially mediating this effect. They note that service innovation is enhanced when leadership provides high empowerment, whereas lower empowerment weakens customer participation's impact on zhongyong thinking. In terms of corporate social responsibility, Phung, et al., [24] observe a direct positive relationship between CSR and brand equity, with customer trust and participation acting as mediating factors. Mursid, et al., [25] find that service brand image, employee performance, and customization ability are significant in encouraging Umrah travelers' participation, which significantly influences co-creation value, although its direct effect on loyalty is minimal. Other studies address the influence of customer education and engagement on service outcomes. Peng, et al., [26] identify that customer education, including both knowledge and skill training, significantly boosts customer participation, which in turn enhances satisfaction with service innovation. Their findings also indicate that customer participation partially mediates the relationship between customer education and service innovation satisfaction. Kamali, et al., [27] explore customer engagement (CE) and its impact on new service development (NSD), showing that CE positively affects NSD in the idea generation and commercialization phases, though it does not impact the development stage. Empowerment and customer satisfaction have direct but not indirect effects across the NSD stages.

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RESEARCH GAP

Despite the extensive body of research exploring brand perception, customer loyalty, and engagement strategies, there remain significant gaps in understanding the interconnectedness of these constructs within the hospitality industry. Existing literature has largely focused on individual aspects such as service experience and its direct impact on brand perception Parasuraman, et al., [28], brand affinity Albert, [29], and customer loyalty Dick, [30]. However, a comprehensive examination of how these elements interact to influence overall brand image and customer behaviour is less prevalent.

Key Research Gaps:

1. Holistic Understanding of Service Influence on Brand Perception
2. Linking Brand Perception and Brand Affinity
3. Drivers of Brand Affinity Influenced by Customer Loyalty
4. Customer Participation in Brand-Related Activities
5. Impact of Customer Participation on Brand Image
6. Role of Relationship Duration

HYPOTHESIS

$\boldsymbol{H_1}$ *: The aspects of service experience positively impact Brand Perception*

$\boldsymbol{H_2}$ *: Positive Brand Perception leads to higher brand affinity among customers.*

$\boldsymbol{H_3}$ *: Drivers of Brand Affinity are positively influenced by Customer Loyalty.*

$\boldsymbol{H_4}$ *: Higher Brand Affinity increases customer participation in brand-related activities.*

$\boldsymbol{H_5}$ *: Effective Customer Engagement strategies increase customer participation*

$\boldsymbol{H_6}$ *: Increased customer participation positively impacts Brand Image.*

$\boldsymbol{H_7}$**:** Duration of the relationship between the customers positively influences brand perception, brand affinity, customer participation and Brand Image.

CONCEPTUAL FRAMEWORK:

This framework (**Figure 1**) shows how *Relationship Age* influences brand loyalty. Service experiences shape *Brand Perception*, leading to *Brand Affinity*, which drives loyalty through commitment, trust, and satisfaction. *Customer Participation* via engagement strategies like collaboration and referrals enhances *Brand Image*, highlighting how experiences and involvement stronger customer loyalty over time.

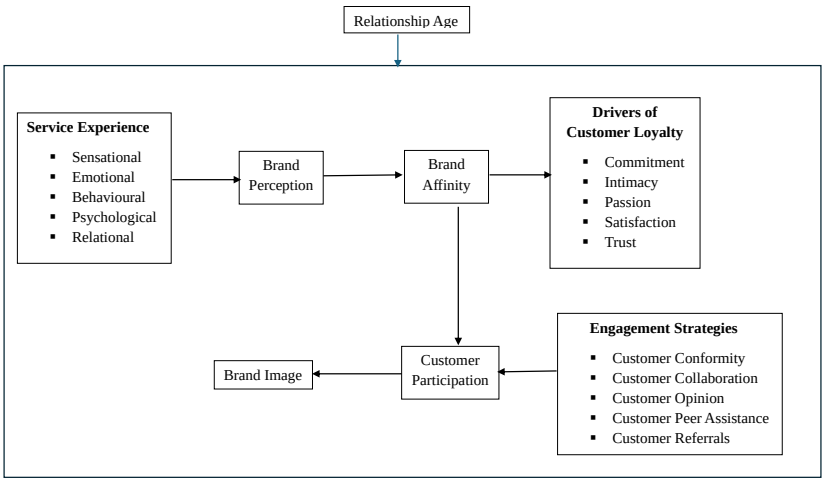

Figure 1 *- Conceptual Framework*

RESEARCH DESIGN

The study on exploring the impact of Service Experience perceptions, Brand affinity and customer participation on Brand Image in star category hotels in southern Tamil Nadu used a mix of purposive and random sampling. Specific hotels were chosen based on rating, location, and reputation. Participants were randomly selected, ensuring diverse representation. Ethical standards, including informed consent, were followed.

QUESTIONNAIRE DESIGN

A structured questionnaire was created to assess Brand Perception (BP), Brand Affinity (BA), Customer Participation (CP), and Brand Image (BI) based on prior research. BP included five dimensions: Sensation, Emotion, Behaviour, Psychology, and Relation. BA was split into High Brand Affinity (HBA)—passion, intimacy, commitment—and Low Brand Affinity (LBA)—satisfaction, trust. CP covered five types, like collaboration and referrals. Demographic data (gender, age, income) were also collected. Responses used a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree), with a "Not Applicable" option.

HOTEL AND SAMPLING SELECTION

Table 1 - District and no. of hotels for sampling

Districts	No. of Hotels	Sample collected
Dindigul	10	53
Madurai	11	112
Theni	6	37
Ramanathapuram	4	23
Kanyakumari	13	72
Tirunelveli	8	62
Tuticorin	9	47
Virudhunagar	4	28
Total	**65**	**434**

This Table 1 covers data from 65 star-rated hotels across eight districts in Southern Tamil Nadu, focusing on customer perceptions of service experience and brand image. Key districts include Madurai with 112 responses from 11 hotels, Kanyakumari with 72 responses from 13 hotels, and Dindigul with 53 responses from 10 hotels. In total, 434 responses were collected, providing valuable insights into customer satisfaction, brand perception, and service quality across the region's hotels.

DATA ANALYSIS

The demographic profile of 434 respondents in this study shows a well-rounded sample. Of these, 235 (56.6%) were male and 180 (43.4%) females. Most respondents were middle-aged, with 49.4% aged 31-40 years. Education-wise, 65.8% held undergraduate degrees, while occupations varied, with 41% in the private sector and 28.2% entrepreneurs. Annual income was diverse, with 41% earning below 10 lakhs. Monthly hotel expenses also varied, with 47.5% spending below 5,000. This broad demographic mix reflects a range of customer experiences and perspectives.

Table 2 - KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.752
Bartlett's Test of Sphericity	Approx. Chi-Square	3593.997
	df	105
	Sig.	.000

The data's suitability (Table 2) for factor analysis was confirmed by a Kaiser-Meyer-Olkin (KMO) measure of 0.752, indicating adequate sampling. Bartlett's Test of Sphericity yielded a significant Chi-Square of 3593.997 ($p < 0.05$), showing substantial correlations among variables. Together, these results support factor analysis for this dataset.

RELIABILITY ASSESSMENT

Construct reliability was evaluated using Cronbach's Alpha. The results indicated that the Brand Perception scale, comprising 15 items, had an alpha (α) of .759, and the Brand Affinity scale, also with 15 items, had an alpha (α) of .742, both of which are reliable. Similarly, the Customer Participation scale, consisting of 16 items, showed a reliability alpha (α) of .753, while the Brand Image scale, with 4 items, demonstrated a reliability alpha (α) of .844. These reliability results are summarized in the Table 3.

Table 3 - Results of Cronbach's Alpha Reliability Test

Constructs	**No. of Items**	**Cronbach's Alpha (α)**
Brand Perception (BP)	15	.759
Brand Affinity (BA)	15	.742
Customer Participation (CP)	16	.753
Brand Image (BI)	04	.844

DISCRIMINANT VALIDITY

The correlation matrix shows that Sensational, Emotional, Behavioral, Psychological, and Relational influences on Brand Perception are distinct from constructs like Commitment, Intimacy, and Customer Engagement Strategies. Moderate correlations, such as Sensational and Behavioral (r = 0.661) and Emotional and Psychological (r = 0.522), indicate distinct constructs. Discriminant validity was confirmed as each construct's average variance extracted (AVE) exceeded squared correlations, as shown in (Table 5) validating the study's variables.

ANALYSIS OF STRUCTURAL MODEL

The model fit indices (Table 4) indicate an excellent fit of the hypothesized structural model. The Chi-Square test (CMIN/DF = 2.115) is within the ideal range (1-3). The Comparative Fit Index (CFI > 0.95), SRMR (<0.08), RMSEA (0.051), and PClose (0.426) further confirm a strong model fit.

Table 4 - Model fit indices of structural model

Measure	Estimate	Threshold	Interpretation
CMIN	308.851	--	--
DF	146	--	--
CMIN/DF	2.115	Between 1 and 3	Excellent
CFI	0.958	>0.95	Excellent
SRMR	0.050	<0.08	Excellent
RMSEA	0.051	<0.06	Excellent
PClose	0.426	>0.05	Excellent

HYPOTHESIS TESTING (STRUCTURAL MODEL)

To examine the hypothesis of the current study, we used the structural equation modelling using the Amos path analysis by importing the factor score from CFA using Amos. As part of the **(Figure 2**) hypothesis testing, I tested the independent variable like service influence and brand image with the dependant variables like brand affinity, customer participation.

Table 5 - Discriminant Validity Results

Internal Consistency, Reliability, Average Variances Extracted (AVE), and Correlation Matrix																		
Variable	**CR**	**AVE**	**Sen.**	**Emo.**	**Beh.**	**Psy.**	**Rel.**	**Sat.**	**Trust**	**Comm.**	**Inti.**	**Passion**	**Collo.**	**Con.**	**Opi.**	**Ref.**	**BI**	**PA**
Sen	0.927	0.808	**0.845**															
Emo	0.885	0.794	0.531	**0.758**														
Beh	0.923	0.800	0.661	0.462	**0.799**													
Psy	0.890	0.729	0.563	0.522	0.586	**0.767**												
Rel	0.847	0.648	0.421	0.521	0.602	0.554	**0.717**											
Sat	0.846	0.647	0.521	0.585	0.684	0.566	0.516	**0.778**										
Trust	0.934	0.824	0.636	0.499	0.458	0.689	0.645	0.537	**0.781**									
Comm	0.924	0.802	0.643	0.555	0.552	0.608	0.542	0.602	0.423	**0.732**								
Inti.	0.903	0.755	0.403	0.544	0.418	0.649	0.532	0.546	0.245	0.426	**0.764**							
Passion	0.916	0.785	0.543	0.525	0.487	0.609	0.505	0.578	0.209	0.538	0.464	**0.749**						
Collo.	0.904	0.759	0.511	0.414	0.466	0.508	0.542	0.465	0.503	0.415	0.613	0.524	**0.816**					
Con.	0.926	0.806	0.513	0.458	0.475	0.568	0.436	0.616	0.349	0.207	0.485	0.677	0.227	**0.843**				
Opi	0.945	0.811	0.641	0.447	0.599	0.562	0.514	0.623	0.514	0.253	0.541	0.438	0.269	0.548	**0.77**			
Ref.	0.947	0.856	0.624	0.434	0.487	0.436	0.605	0.547	0.602	0.429	0.446	0.551	0.49	0.402	0.681	**0.871**		
BI	0.926	0.806	0.548	0.487	0.542	0.438	0.403	0.617	0.711	0.509	0.355	0.467	0.513	0.566	0.612	0.781	**0.831**	
PA	0.943	0.805	0.591	0.445	0.568	0.452	0.605	0.603	0.618	0.451	0.426	0.332	0.413	0.776	0.654	0.63	0.668	**0.821**

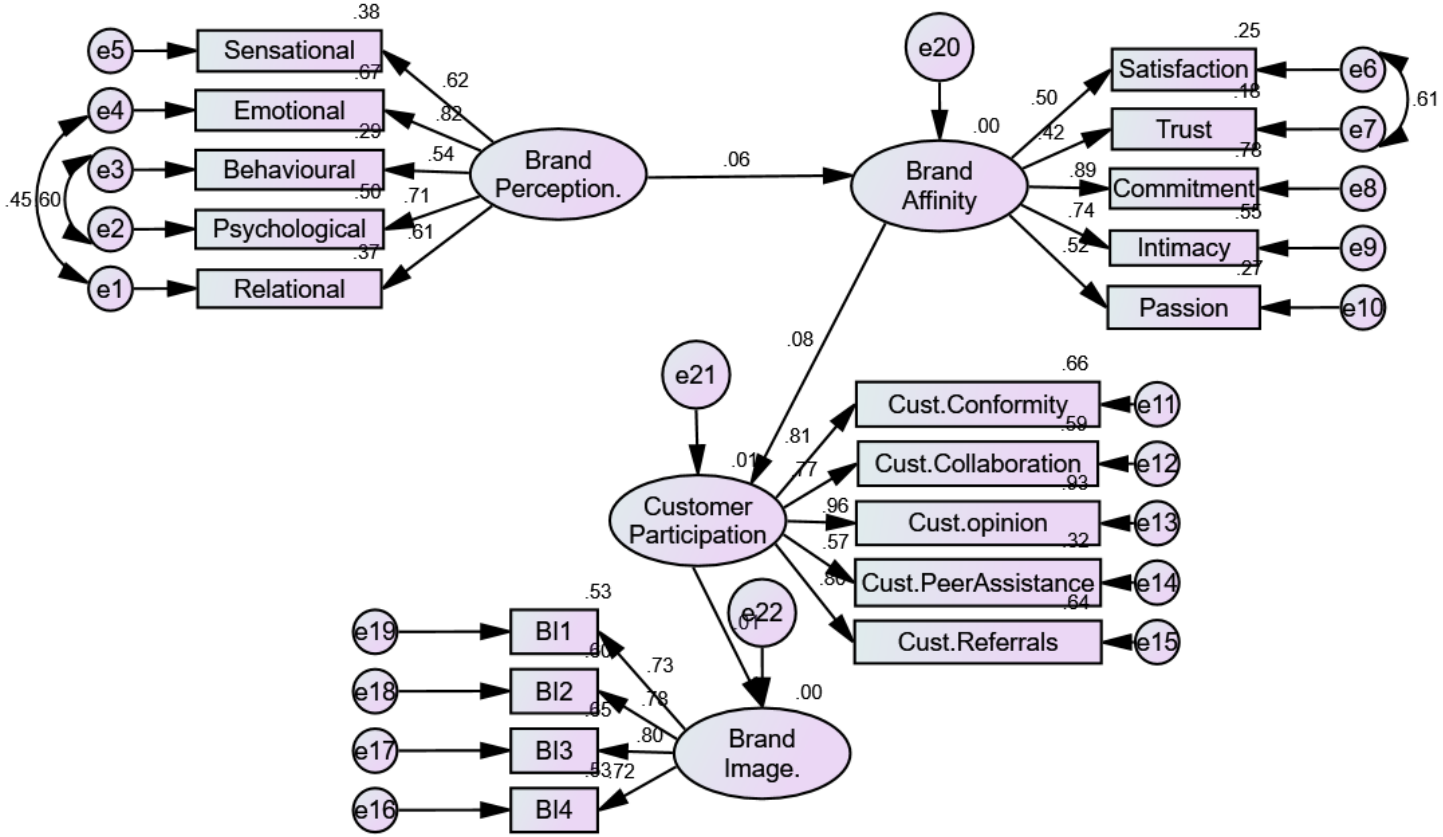

Figure 2 *- Measurement Model results*

Regression Weights: (Group number 1 - Default model)

Table 6 - Hypotheses Path Analysis

H. No.	Paths			Estimate	S.E.	C.R.	P	Remarks
H2	Brand_Affinity	<---	Brand_Perception.	.048	.052	.930	.352	Not Supported
H4	Customer_Participation	<---	Brand_Affinity	.124	.079	1.557	.119	Not Supported
H6	Brand_Image.	<---	Customer_Participation	.007	.075	.094	.925	Not Supported
H1	Psychological	<---	Brand_Perception.	.950	.110	8.606	***	Supported
	Behavioural	<---	Brand_Perception.	.836	.113	7.402	***	Supported
	Emotional	<---	Brand_Perception.	1.280	.092	13.913	***	Supported
	Sensational	<---	Brand_Perception.	.996	.119	8.380	***	Supported
H3	Satisfaction	<---	Brand_Affinity	1.052	.134	7.878	***	Supported
	Trust	<---	Brand_Affinity	.894	.129	6.949	***	Supported
	Commitment	<---	Brand_Affinity	1.612	.164	9.847	***	Supported
	Intimacy	<---	Brand_Affinity	1.414	.143	9.905	***	Supported
H5	Cust.Conformity	<---	Customer_Participation	.965	.040	24.400	***	Supported
	Cust.Collaboration	<---	Customer_Participation	.909	.042	21.805	***	Supported
	Cust.PeerAssistance	<---	Customer_Participation	.749	.056	13.467	***	Supported
	Cust.Referrals	<---	Customer_Participation	.936	.040	23.662	***	Supported

Path analysis (Table 6) of the structural model shows significant relationships, with Brand Perception influencing psychological (β=0.950, p < 0.001), behavioral (β=0.836, p < 0.001), emotional (β=1.280, p < 0.001), and sensational dimensions (β=0.996, p < 0.001). Brand Affinity also significantly affected satisfaction (β=1.052, p < 0.001), trust (β=0.894, p < 0.001), commitment (β=1.612, p < 0.001), and intimacy (β=1.414, p < 0.001). However, paths from Brand Perception to Brand Affinity (H2), Brand Affinity to Customer Participation (H4), and Customer Participation to Brand Image (H6) were not significant (p > 0.05). Thus, we accept H1, H3, and H5 while rejecting H2, H4, and H6.

MODERATING ROLE OF RELATIONSHIP AGE IN STRUCTURAL MODEL: A MULTI-GROUP ANALYSIS

In this study, we investigate the moderating role of relationship age in our structural model by performing a multi-group analysis. Relationship age is considered a significant factor in understanding how the duration of customer relationships influences brand perception, brand affinity, customer participation, and brand image. To effectively examine this, we divided the dataset into two groups based on the relationship duration median and analysed the model fit across these groups.

Data Segmentation

The dataset comprises 434 respondents, segmented into short-term and long-term relationship groups. The mean relationship duration was calculated to be 67 days. Therefore, relationships up to 67 days were classified as short-term (225 respondents), and those exceeding 67 days were classified as long-term (209 respondents). Data segmentation provided in the below Table 7

Table 7 - Moderating role of relationship age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	225	51.8	51.8	51.8
	2.00	209	48.2	48.2	100.0
	Total	434	100.0	100.0	

Interpretation considering the Hypothesis

1. **Brand Perception**: The relationship between duration and brand perception is tested by examining the influence of duration on brand perception constructs. The

significant paths from brand perception to its dimensions (psychological, behavioral, emotional, sensational) and the minimal chi-square differences in nested models suggest that duration plays a stable role in brand perception.

2. **Brand Affinity**:

   While the direct path from brand perception to brand affinity in the unconstrained model was not significant ($\beta=-0.003$, $p=0.964$), other significant paths from brand affinity to satisfaction, trust, commitment, intimacy, and passion indicate that once brand affinity is established, it significantly influences these outcomes. This suggests that duration might indirectly influence brand affinity through these constructs.

3. **Customer Participation**:

   The direct path from brand affinity to customer participation was not significant ($\beta=0.156$, $p=0.172$). However, significant paths from customer participation to its dimensions (conformity, collaboration, opinion, peer assistance, referrals) indicate that the duration of the relationship may enhance specific participatory behaviours, even if the overall participation metric wasn't significantly influenced directly.

4. **Brand Image**:

   (Table 8) Customer participation did not significantly influence brand image ($\beta=0.025$, $p=0.802$). However, significant relationships between brand image and its indicators indicate that customer participation, influenced by relationship duration, positively impacts these aspects.

The hypothesis posits that the duration of the customer relationship positively influences brand perception, brand affinity, customer participation, and brand image. The nested model comparisons support the hypothesis by showing that the structural constraints related to these constructs do not significantly degrade the model fit, indicating that these relationships are stable and reliable. While some direct paths were not significant, the length of the relationship appears to have a favourable and stabilizing effect on the general constructs of brand perception, brand affinity, customer engagement, and brand image, according to the substantial indirect paths. This emphasizes how crucial it is to keep up long-term ties with clients in order to improve these vital brand aspects.

Table 8 - Long- and Short-term relationship with constructs

Relationship			Short term Relationship				Long term Relationship			
			Estimate	S.E.	C.R.	P	Estimate	S.E.	C.R.	P
Brand_Affinity	<---	Brand_Perception.	-.002	.089	-.028	.978	.060	.063	.952	.341
Customer_Participation	<---	Brand_Affinity	.149	.109	1.363	.173	.093	.115	.803	.422
Brand_Image.	<---	Customer_Participation	.025	.101	.249	.804	-.016	.109	-.144	.886

MANAGERIAL IMPLICATIONS

Supporting the Brand Relationship Quality (BRQ) framework, the study shows that positive brand perception enhances brand affinity dimensions such as satisfaction, trust, commitment, intimacy, and passion. This indicates that strong brand perception can build deeper, lasting relationships, applicable in both short- and long-term contexts.

The results also align with Social Exchange Theory, suggesting that customer-brand relationships are strengthened by perceived benefits and emotional investments. Improved brand perception fosters greater emotional connections, particularly impactful in long-term relationships, where trust and loyalty deepen. Relationship Marketing Theory is further validated, with findings underscoring that customer-brand interactions evolve over time. Long-term relationships show stronger emotional bonds, emphasizing the importance of sustained engagement for customer retention.

Lastly, the study supports Customer Participation Theory, revealing that active customer involvement positively impacts brand image. Engaging customers in brand activities reinforces their perception and loyalty, showing that participation strengthens customer relationships.

LIMITATIONS AND FUTURE RESEARCH

Methodological Constraints

- **Limitations**: The reliance on cross-sectional data and self-reported measures introduces limitations related to causality and potential biases, such as social desirability and recall bias.
- **Future Research**: Future studies should employ longitudinal and experimental designs to better establish causal relationships. Incorporating behavioral data,

such as purchase history and online engagement metrics, can complement self-reported measures for more accurate insights.

Scope of Constructs Examined

- **Limitations**: The study focuses on a limited set of constructs, potentially overlooking other relevant factors that could influence brand perception and customer participation.
- **Future Research**: Future research should expand the scope to include additional constructs such as social influence, brand loyalty, and perceived value. This broader approach can provide a more comprehensive understanding of the factors driving customer behavior.

CONCLUSION

This research aimed to explore the relationships between brand perception, brand affinity, customer participation, and brand image in the context of short-term and long-term customer relationships. The analysis revealed that psychological, behavioral, emotional, and sensational aspects of brand perception significantly influence brand affinity, which subsequently impacts customer satisfaction, trust, commitment, intimacy, and passion. These findings highlight the complex dynamics underlying customer-brand relationships and emphasize the importance of brand perception in fostering emotional connections and active customer participation.

The methodological approach, including multi-group analysis and model fit evaluation, provided valuable insights into the structural relationships between constructs. However, limitations arose from the reliance on cross-sectional data and self-reported measures, which may introduce biases. The study's focus on a limited set of constructs and its cultural context could also restrict the generalizability of the findings.

In conclusion, this research contributes to customer relationship management knowledge, clarifying the interplay between key constructs and offering actionable insights for marketers to enhance customer loyalty and satisfaction.

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